

DAU Conducts Last APMC Graduation

APMC—Serving the University Well, In Its Time

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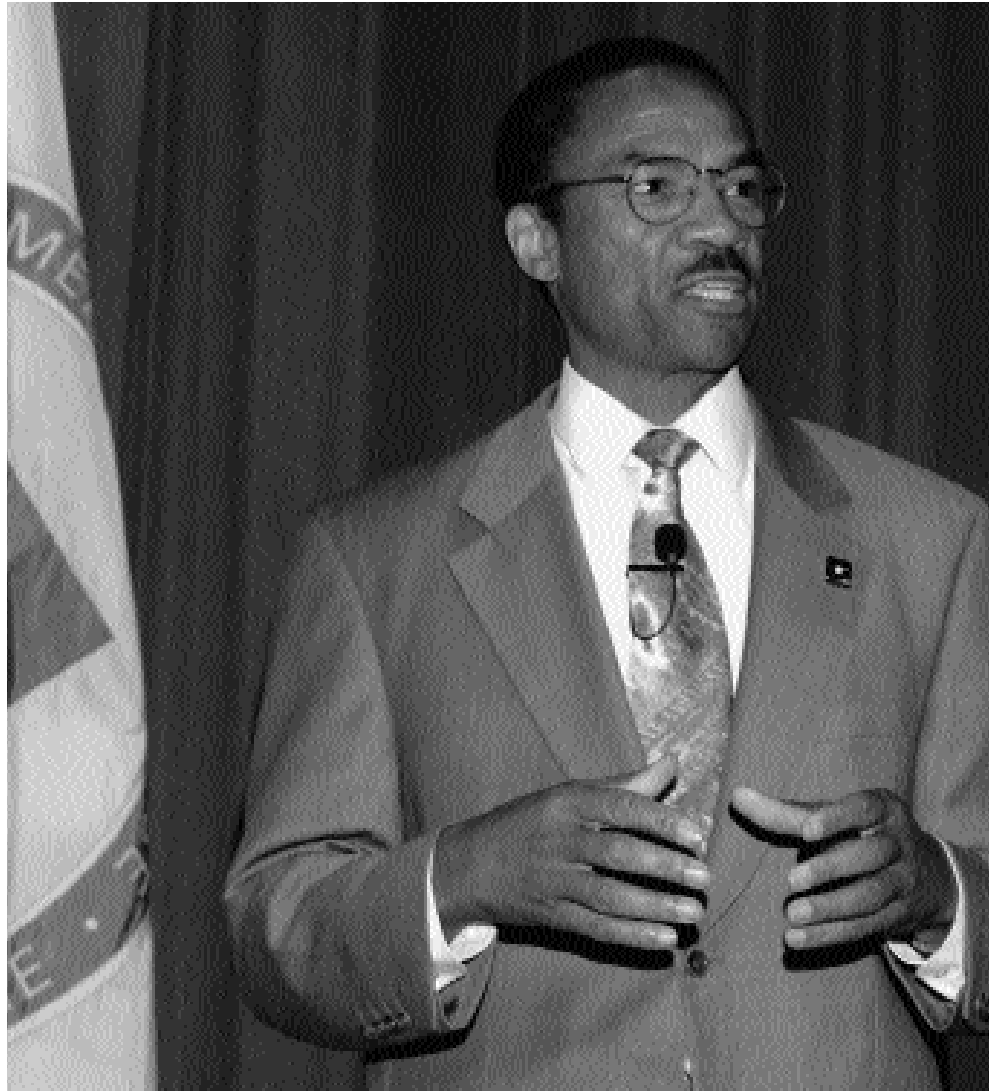
On Aug. 16, 2002, the Defense Acquisition University graduated the last class of students from its 14-week premier course offering—the Advanced Program Management Course (APMC 02-2). The last ceremony was held in Howell Auditorium, Fort Belvoir, Va.

Welcoming Remarks

DAU Commandant Army Col. Ronald Flom welcomed the graduates, family members, and friends in attendance. Distinguished guests included: Claude M. Bolton Jr., Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA [AL&T]); Donna Richbourg, Principal Deputy Director, Defense Procurement and Acquisition Policy, Office of the Secretary of Defense (OSD); Dr. James McMichael, DoD Director, Acquisition Education, Training, and Career Development; retired Navy Adm. William Hauenstein, Director, Acquisition Career Management, Office of the Assistant Secretary of the Navy (Research, Development and Acquisition); Army Col. Mary Fuller, Director, Acquisition Support Center, ASA(AL&T); Alan Shaffer, Director, Plans and Programs, Office of the Director, Defense Research and Engineering; and Louis Kratz, Principal Deputy Under Secretary of Defense for Logistics and Readiness.

“This is a great day for you—the course members—graduating after a long 14 weeks; but it is also a milestone for DAU and the School of Program Management, in that this is the last 14-week Advanced Program Management Course,” Flom said.

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Claude M. Bolton Jr., Assistant Secretary of the Army (Acquisition, Logistics and Technology) and former Commandant of the Defense Systems Management College, addressing the last graduates of the Advanced Program Management Course (APMC 02-2). The last APMC graduation was held in Howell Auditorium, DAU main campus, Fort Belvoir, Va., on Aug. 16, 2002.

On a personal note, Flom said that having been through the course a number of years ago, he knows how very focused the program management curriculum is, and he certainly appreciates their

focus on learning throughout the last 14-week offering of APMC.

“For those of you who went through the course,” Flom said, “you leave with the

insight and the best practices that you gained from each other and the sharing experiences that you had over those 14 weeks.”

He asked the graduates, who will be going back to the field and back into the acquisition workforce, to carry back the experiences and the enthusiasm gained during the course, and to con-

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tinue to improve their personal efforts on behalf of the Program Management Offices for which they work. He also told them to act as “agents of change” in the Department as DoD's Transformation continues.

Thanking those assembled, Flom emphasized the professionalism and tremendous efforts of the faculty and staff in maintaining the high quality of

the APMC up to the final day. He also recognized George Merchant, the APMC Course Director, who has been a part of APMC since its transition from the 20-week Program Management Course (PMC). Merchant has been involved with APMC and the former PMC in some capacity since 1983.

Introducing Bolton as the graduation guest speaker, Flom told the audience that it was very appropriate for the Assistant Secretary to participate in the ceremony that morning as he was Commandant of the Defense Systems Management College when the 14-week APMC was developed in 1995. “It's a privilege to have him [the Assistant Secretary] here to help us close up this phase of Program Management training, essentially marking the end of an era,” he concluded.

On Top of the Hill

Welcoming the APMC graduates, Bolton said he was delighted to be there to have the opportunity to spend time with the leaders in whom we entrust our future.

“During the last 14 weeks, you have again imparted knowledge, skill, values, hopes, and expectations. You have a remarkable record of success. You can be proud of your continuing contributions to the warfighting needs of our soldiers, sailors, airmen, and Marines,” he said.

“Congratulations! You're on top of the hill. Enjoy the view—there are tremendous challenges awaiting you,” Bolton emphasized. He also thanked and congratulated the faculty, administrators, and staff of the APMC for their contributions over the years.

Challenges of Future Leaders

Bolton told the APMC students that they will soon join a long, illustrious list of graduates—some at the top of the acquisition world—in government and in industry. More than 10,000 students have completed the program management course, he said, and more than 6,000 students are graduates of the Advanced Program Management Course. “I am a graduate, and I am a firm be-

liever that training and education are the key to the successful accomplishment of our goals,” he emphasized.

Bolton stressed that the Army is in the midst of a great transformation to the objective force—a force that is dominant across the full spectrum of military operations. “Our vision is to deploy a brigade combat team anywhere in the world in 96 hours after liftoff; a division on the ground in 120 hours; and five divisions on the ground in theater, in 30 days. That requires a massive change in what we're doing,” he said.

“Fortunately,” he added, “we have good leaders who understand that we need to change. It's up to us to make that happen. Your challenge as tomorrow's leaders will be to understand and make change possible.”

To help the graduates recognize and confront the changes surely to come under DoD's Force Transformation, Bolton spoke of some guidelines from John P. Kotter's book, *Leading Change*, particularly Kotter's eight-stage process for creating major change:

- **Establishing a sense of urgency.** Without urgency there will be complacency. With complacency, transformations usually go nowhere because few people will be interested in working to bring about a change.
- **Creating a guiding coalition.** Major transformations are often associated with one highly visible leader, but it would be a mistake to assume that one charismatic leader alone, can bring about change. In order to guide an organization through a transformation, a leader must first gain the support of many influential and visible members of the organization.
- **Developing a vision and strategy.** Kotter defines vision as, “a picture of the future with some implicit or explicit commentary on why people should strive to create that future.” The vision does not call for blind obedience, nor does it identify every step along the path to change. The vision does provide a clear end state and a general direction of movement.

ADVANCED PROGRAM GRADUATES



Four section leaders from the last Advanced Program Management Course receive the "Final Diploma." From left: Section Leader, Mike Brown, Air Force civilian; Section Leader, Army Lt. Col. (P) Vic Eilenfield; Claude Bolton, Assistant Secretary of the Army (Acquisition, Logistics and Technology) and former Commandant of the Defense Systems Management College; Section Leader, Navy Capt Tom VandenBerg; Army Col. Ronald Florn, DAU Commandant; Section Leader, Navy Capt. Alan Moser; and APMC Course Manager George Merchant.

PROGRAM MANAGEMENT OFFICE COURSE REPLACES APMC AS LEVEL III CERTIFICATION COURSE IN PROGRAM MANAGEMENT

After almost eight years and 6,157 students, the Defense Acquisition University has conducted the final offering of the 14-week Advanced Program Management Course. APMC has now transitioned to the Program Management Office Course. The new course is designated PMT-352 and replaces APMC as the Level III course for certification in the Program Management career field. PMT-352 incorporates more of the newer distance learning and case-based educational tools.



Norm Augustine, former Chairman and Chief Executive Officer of Lockheed Martin Corporation, is recognized as a DAU "Honorary Professor" for his exceptional support of the university over the past 30 years.



APMC Course Manager George Merchant welcomes students to the last offering of the 14-week course.



Students enjoy the last Sports Day and Picnic for APMC, held in August 2002.



Each section of APMC spent at least one day on Capitol Hill gaining a better understanding of the Congress.

MANAGEMENT COURSE FINAL CLASS



Dress-up time as Class 02-2 celebrates the final week of APMC at the Graduation Dinner.



Student "actors" liven up the Program Management and Leadership Assessment, demonstrating how to develop (or hinder) effective learning.

APMC Industry Graduates aboard the USS *Nimitz* during the Industry Managers' Field Trip.

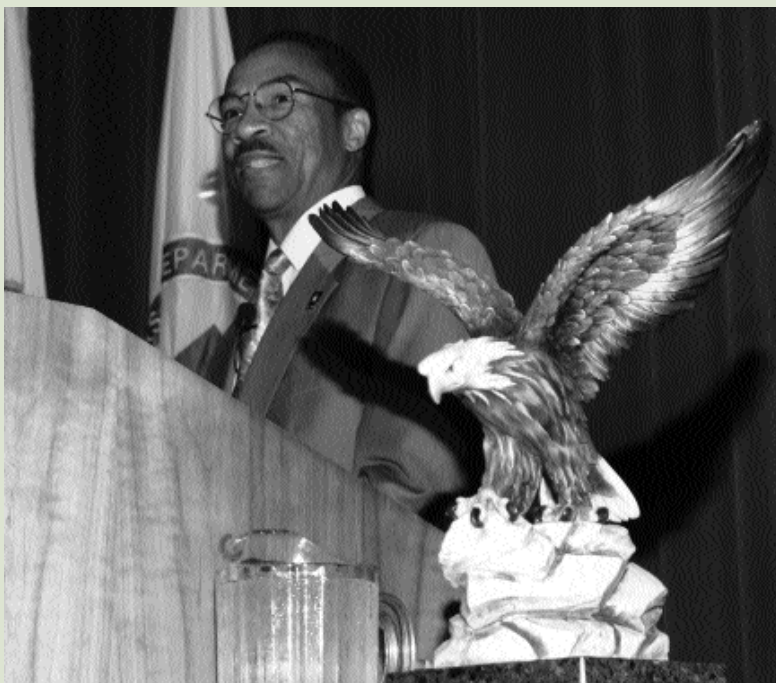


The Advanced Unmanned Ground Vehicle (AUGV) gave students an opportunity to experience the frustrations and satisfaction of designing and building a real product for the government.



Claude Bolton, Assistant Secretary of the Army (Acquisition, Logistics and Technology) and former Commandant of the Defense Systems Management College, graduated the last APMC. The Eagle is the APMC 02-2 Class Gift to the Defense Acquisition University. The inscription on the plate reads:

"Dedicated to the men and women engaged in Operations Enduring Freedom and Noble Eagle. The Last Class—APMC 02-02."



- **Communicating the change vision.** To effectively communicate a vision, one must keep it simple. The message is understood best if it is communicated with simple elegance.
- **Empowering broad-based action.** Major change can rarely be successful unless many people assist. Members of the changing organization cannot, or will not help if they feel powerless to do so. Therefore, if change is to take place, leadership must empower a broad base of people to take action. Never underestimate the power of a trained and supportive workforce.
- **Generating short-term wins.** A good vision is the key to the long-term success of change, but without short-term successes, even the best vision can be blinded.
- **Consolidating gains and producing more change.** Irrational and political resistance to change never fully dissipates—even after early progress is made toward the vision. This leads to one of Kotter's cardinal rules: "Whenever you let up before the job is done, critical momentum can be lost and regression may follow." For this reason, a coalition must use the credibility afforded by short-term wins to tackle additional and bigger change projects.
- **Anchor new approaches in the culture.** The challenge here is to graft the new changes onto the old roots of the organization while killing off the inconsistent pieces. It is important to remember that a cultural shift does not precede change, but instead follows it. Changes will only sink in after

it is made clear that the new way of doing business is far superior to the old.

"I hope these guidelines will help each of you become the type of leader who can deal effectively with change—you must either learn to make change work for you and your organization or be left behind."

In closing, Bolton said, "what will never change is the need for having the best trained, best led, and best equipped armed forces on the planet—deployed rapidly at precisely the right time, the right place, and with the right support structure."

"We face the future together, he told the graduates, and you will make it happen."

AUG 6, 2002 ALDRIDGE REPORTS TO SECRETARY OF DEFENSE ON TOP 5 PRIORITIES FOR AT&L

Priority 1

Continue Progress on the 5 Goals I Set for Myself in May 2001. Goal 1: Improve the credibility and effectiveness of the acquisition and logistics support process; Goal 2: Revitalize the quality and morale of the DoD AT&L workforce; Goal 3: Improve the health of the defense industrial base; Goal 4: Rationalize the weapon systems and infrastructure with the defense strategy; Goal 5: Initiate high leverage technologies to create the warfighting capabilities and strategies of the future.

Priority 2

"Re-engineer" the AT&L Organization. Eliminate marginal activities, transfer functions that can be better accomplished elsewhere, enhance those higher priority activities, and improve the responsiveness and efficiency of the organization. Emphasize policy and oversight versus management.

Priority 3

Develop an "Acquisition Excellence" Plan for All Major Weapon Systems. Apply the new acquisition rules to all new major weapon systems to reduce acquisition cycle time, minimize program risks, and maintain stability. Keep the Joint Strike Fighter (JSF) on-track; implement a deployment plan for missile defense; decide the architecture for the Army's Future Combat System (FCS); establish a development plan for the Navy's DD-X program;

develop a balanced program for "information dominance"; rationalize the next generation of platforms for a new "strategic forces posture"; complete the road map for Unmanned Aerial Vehicles (UAVs) and Unmanned Combat Air Vehicles (UCAVs), and complete the plan for the development and production of precision munitions.

Priority 4

Complete the Plan for the "Future Logistics Enterprise." Develop and implement the approach for "end-to-end distribution" of supplies, parts and equipment, through a shared data environment and a new "demand management system," to reduce customer wait time, maximize customer satisfaction, reduce costs, and minimize inventories of supplies. Determine the proper organizational structure to implement the new logistics enterprise.

Priority 5

Accelerate the Flow of Technology to the Warfighter. As the AT&L contribution to winning the war on terrorism, expand the use of Advanced Concept Technology Demonstrations, revitalize the Technology Transition Office, increase the budget for Science and Technology, restore the Defense Advanced Research Projects Agency (DARPA) to high-risk/high-payoff focus, continue to identify counterterrorism technologies, and support expanded joint experimentation.